

# MINNESOTA STATE PATROL

## STRATEGIC PLAN 2010-2012





## Table of Contents

<b>Introduction .....</b>	<b>3</b>
Overarching Goals .....	3
State Patrol Mission Statement .....	4
State Patrol Vision Statement.....	4
State Patrol Core Values .....	4
Minnesota Department of Public Safety Mission Statement .....	4
<b>Agency and Staffing Description .....</b>	<b>5</b>
Organizational Structure .....	6
<b>Environmental Assessment Summary .....</b>	<b>7</b>
<b>Budget .....</b>	<b>12</b>
<b>Stakeholder Analysis .....</b>	<b>15</b>
External Stakeholder Analysis/Citizen Survey .....	15
Internal Stakeholder Analysis .....	16
<b>Overarching Goals, Strategies, and Outcome Indicators .....</b>	<b>16</b>
<b>Summary .....</b>	<b>21</b>



## Introduction

This is the State Patrol's third strategic plan. It follows a planning process implemented in the 1990's and replaces the comprehensive strategic plan covering 2006-2008. The 2006-2008 process was inclusive of not only internal members of the organization, but also included external stakeholders having an interest in the direction of the agency. At that time, the mission, vision, and core values of the agency were revised. Additionally, four overarching goals were developed as well as strategies and outcome indicators for each goal.

The State Patrol has, and continues to emphasize the integration of our strategic plan into all aspects of the agency. It is part of our hiring process, promotional process, training curriculum, and day-to-day activities of all our employees. It serves as the roadmap to the future and insures that all activities undertaken are done so in a strategic manner with an eye to the future, while moving toward the attainment of our overarching goals. This document is public and provides transparency into the workings of the agency, being mindful that we serve the motoring public and citizens of Minnesota. Finally, as with any strategic plan, this document is a work in progress that must be regularly reviewed to ensure the State Patrol and its employees are aligned with the strategies outlined in this document.

## Overarching Goals

- ◆ Reduce the deaths, injuries, property damage, and life-changing events on Minnesota's roadways.
- ◆ Maximize service to the public and provide assistance to our allied agencies.
- ◆ Effectively acquire and strategically deploy resources while enhancing organizational efficiency.
- ◆ Recruit, develop, and retain a quality, diverse workforce.





### **State Patrol Mission Statement**

The mission of the Minnesota State Patrol is to: protect and serve all people in the state through assistance, education, and enforcement; provide support to allied agencies; and provide for the safe, efficient movement of traffic on Minnesota's roadways.

### **State Patrol Vision Statement**

The Minnesota State Patrol is a progressive law enforcement agency providing superior service to Minnesota's residents, visitors, and allied agencies. We strive for excellence in all that we do through the development of forward thinking leadership, technology, innovation, and a quality workforce.

### **State Patrol Core Values**

- ◆ Respect
- ◆ Integrity
- ◆ Courage
- ◆ Honor

### **Minnesota Department of Public Safety Mission Statement**

The State Patrol is a division of the State of Minnesota's Department of Public Safety (DPS). Therefore, it is helpful to also be aware of the DPS mission statement.

The Minnesota Department of Public Safety is committed to protecting citizens and communities through activities that promote and support prevention, preparedness, response, recovery, education, and enforcement. These objectives are achieved through a focus on saving lives, providing efficient and effective services, maintaining public trust, and developing strong partnerships.



## Agency and Staffing Description

The State Patrol was founded by the Minnesota State Legislature in 1929 to enforce traffic laws exclusively on Minnesota's highways. Since that time, the State Patrol has transformed and adapted to address new challenges. While the State Patrol has changed as an organization, the values that existed in 1929 are largely present today. We are an agency rich with tradition and history.

Today, the State Patrol has a total of 865 employees, 572 of which are sworn troopers. The organization is comprised of 11 patrol districts that are divided into 60 patrol stations with 445 troopers assigned to patrol duties. Each district is commanded by a captain and differing numbers of lieutenants (based on district staffing levels) who serve as first line supervisors. Some districts have a technical sergeant tasked with coordinating investigations occurring within the district. Some troopers are specialists in areas such as crash reconstruction, canine, drug recognition, commercial vehicle enforcement, etc. in addition to their road patrol duties.

Throughout every entity of the organization, non-sworn support staff are responsible for vital activities including transcriptions, forfeitures, data entry, report routing/filing and payroll. Radio communication operators are currently assigned to each district with the exception of the two metro districts where Public Safety Answering Points (PSAP)/Traffic Operation and Communication Centers (TOCC) have been previously consolidated.

The Investigative Services section is staffed by a lieutenant and includes oversight of the vehicle forfeiture program, crash reconstruction program including the Metro Crash Reconstruction Team, Motor Vehicle Crime Task Force, and the canine program which includes the Criminal Patrol unit.

By statutory authority, the State Patrol has an Executive Protection and Capitol Security Division tasked with providing protection for the governor and entire State Capitol complex. These functions are accomplished through sworn troopers, non-sworn retired troopers serving as legislative security officers and non-sworn capitol security guards. A Special Response Team (SRT), consisting of 19 troopers, responds to



incidents at the Capitol and throughout the state on a case-by-case basis. The troopers assigned to the SRT do so in addition to their regular duties.

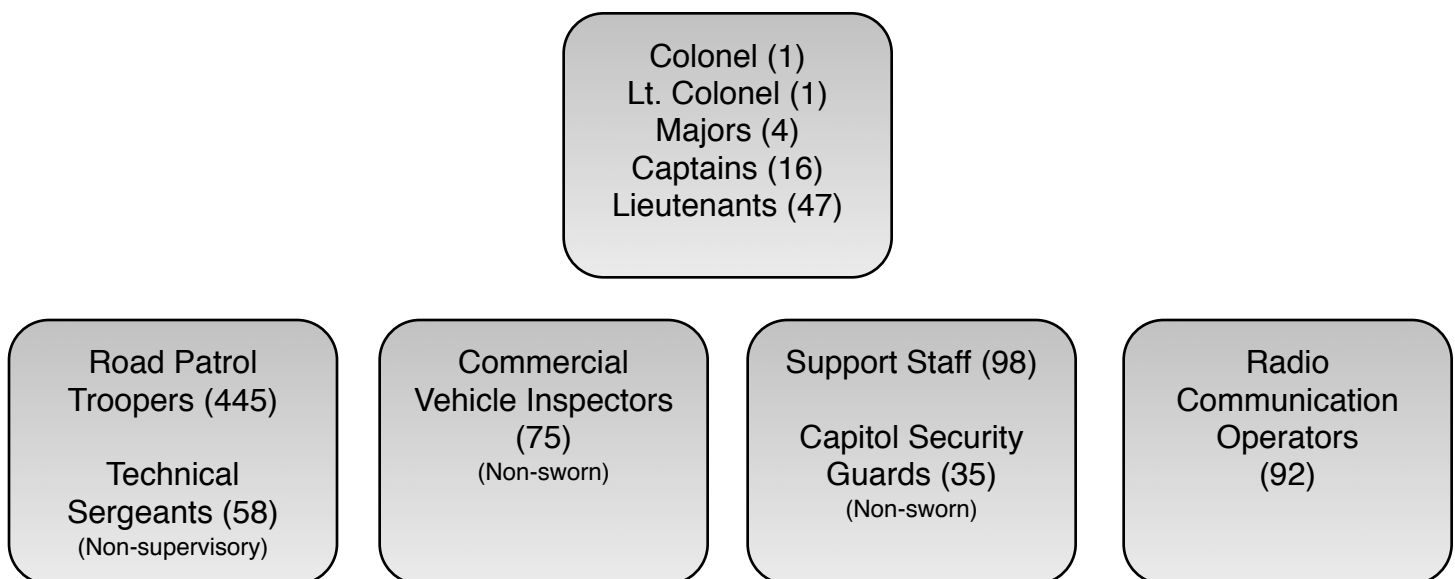
Operating regionally, the State Patrol has six public information officers who provide traffic safety education to the public and coordinate media relations in their geographic regions. The State Patrol Training and Development Section is responsible for providing recruitment, implementation of recruit academies, recurring training, and coordination of regional training.

The Aviation Section, staffed by a lieutenant and 8 pilots, is based at airports in Aitkin and St. Paul. The Aviation Section provides a significant amount of the airborne law enforcement services across the state. The unit operates both fixed wing and helicopter aircraft providing a variety of aerial services.

The Commercial Vehicle Enforcement Section coordinates commercial vehicle inspection and enforcement on a statewide level. This is completed through the use of troopers assigned to the Commercial Vehicle Section as well as non-sworn commercial vehicle inspectors.

While the State Patrol actively provides assistance to other law enforcement agencies throughout the state, these relationships are reciprocal as other agencies also provide assistance to the State Patrol.

### Organizational Structure

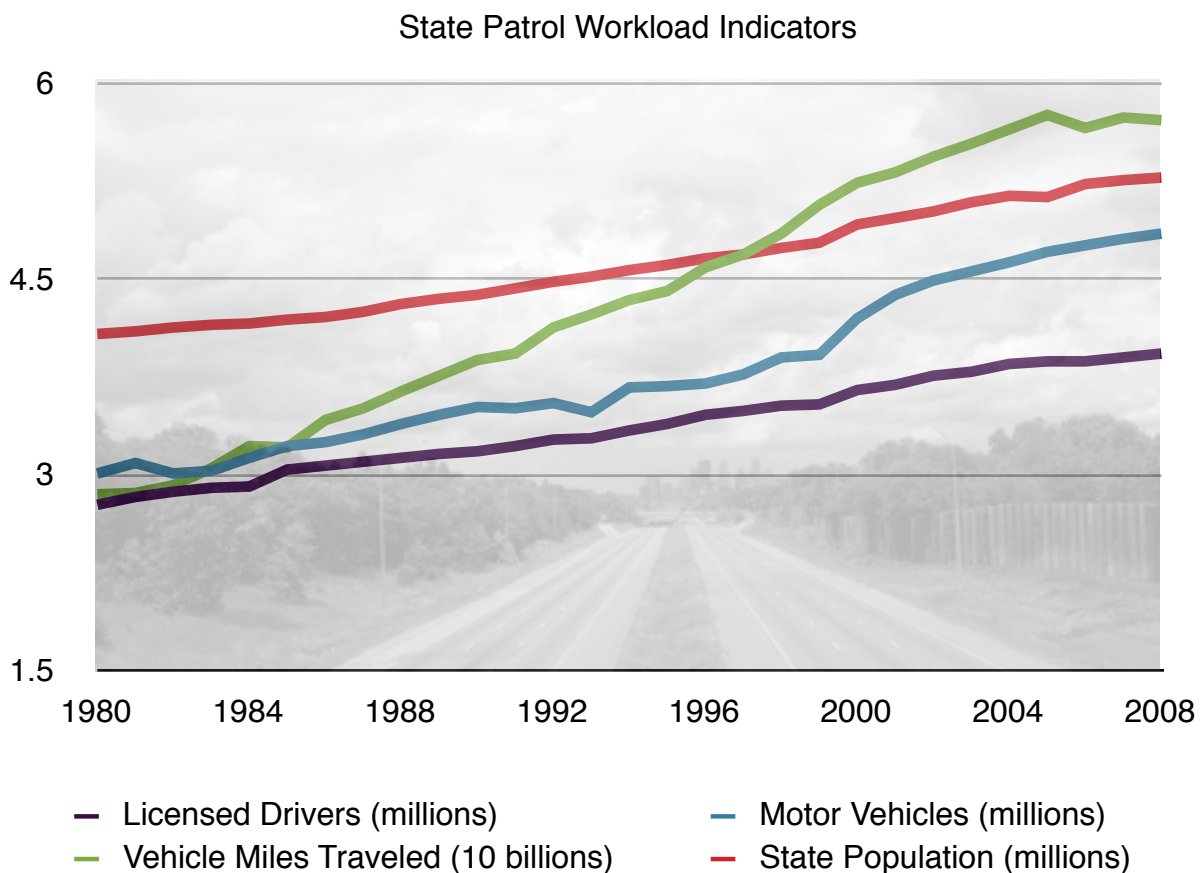




## Environmental Assessment Summary

An integral part of the strategic planning process lies with studying the historical trends and current status of the environment within which the organization functions. This section includes agency specific information such as staffing and budget, but also depicts various workload indicators relevant to the mission of the State Patrol.

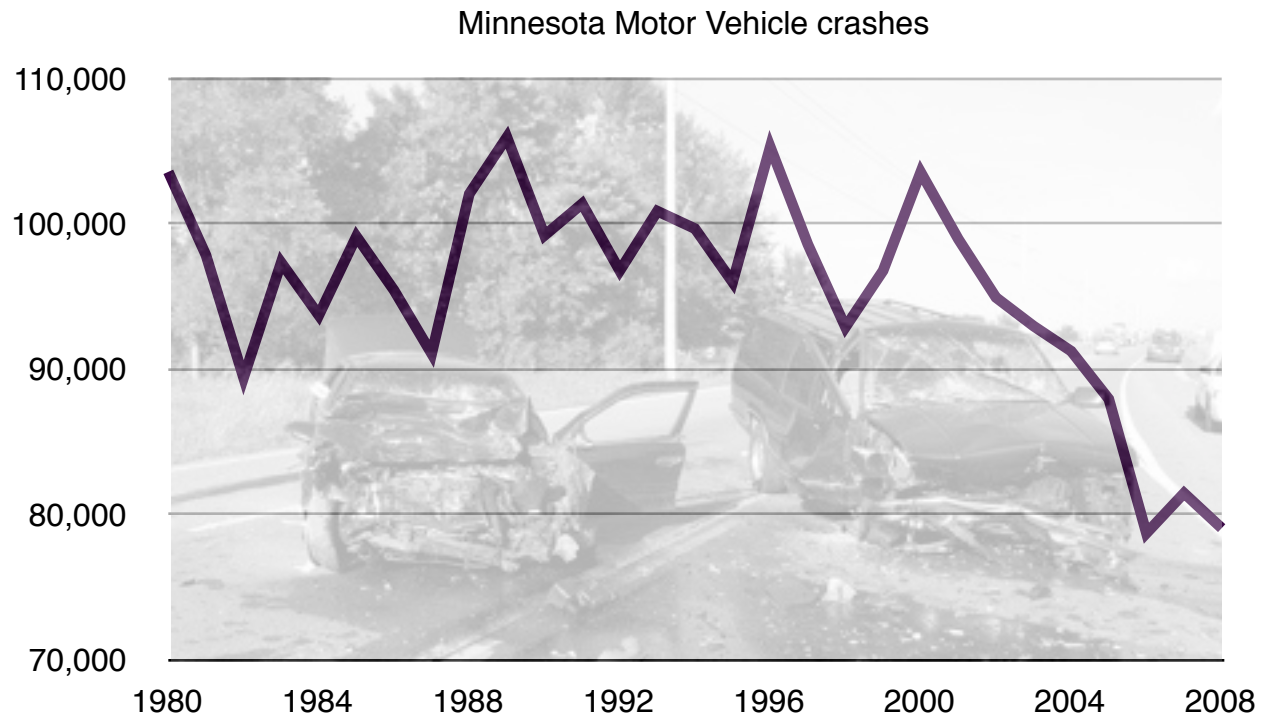
As a statewide law enforcement agency, the State Patrol primarily serves motorists utilizing Minnesota's roadways. Some quantifiable workload indicators have been identified and presented in the chart below representing data from the years 1980 through 2008. This data depicts a general upward trend in workload related to the State Patrol's mission.







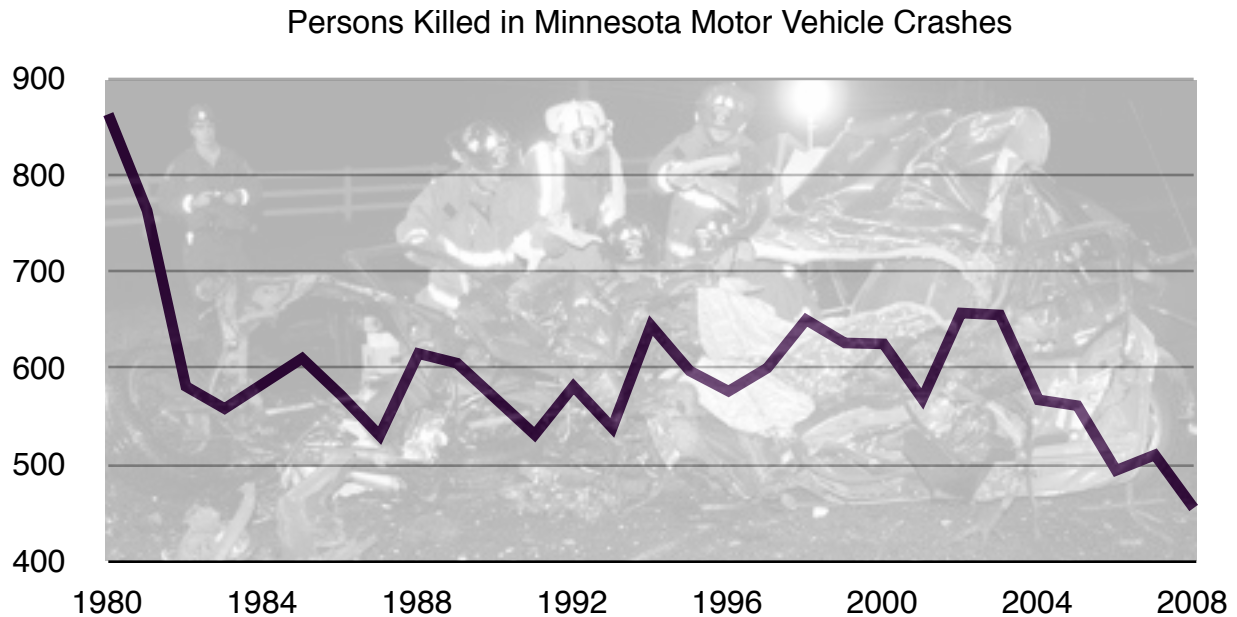
In 2008, the economic loss to Minnesota as a result of motor vehicle crashes was \$1,480,371,300. The chart below depicts total reported crashes in Minnesota from 1980 through 2008. It should be noted that in recent years, many agencies have implemented policies to only report crashes required to be reported by state statute. This could be partially responsible for the depicted general downward trend in the number of reported crashes over the past five years.





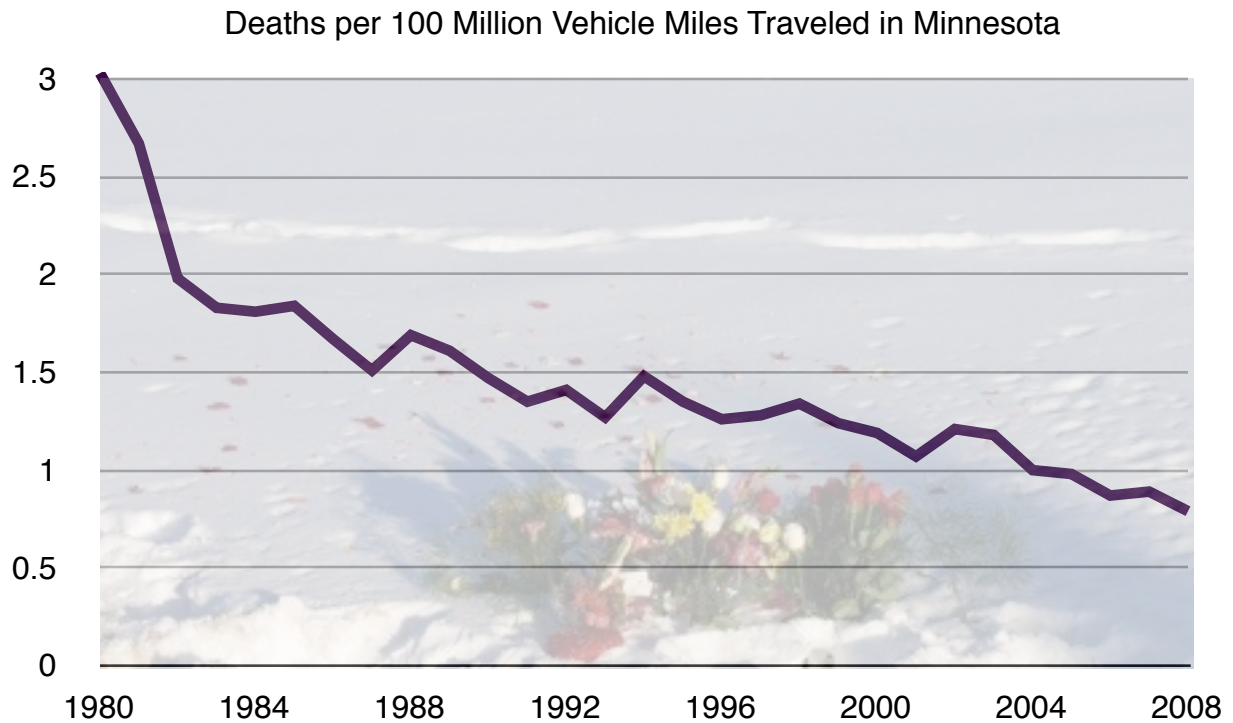


The chart below represents fatalities as a result of motor vehicle crashes occurring in Minnesota from 1980 through 2008. Regardless of potential reporting variables related to the number of total crashes, the number of persons killed in motor vehicle crashes is unlikely to be underreported. 2008 marked a 10.8% decrease in traffic fatalities when compared to 2007. 2009 is on track to have the lowest number of traffic fatalities since 1944.



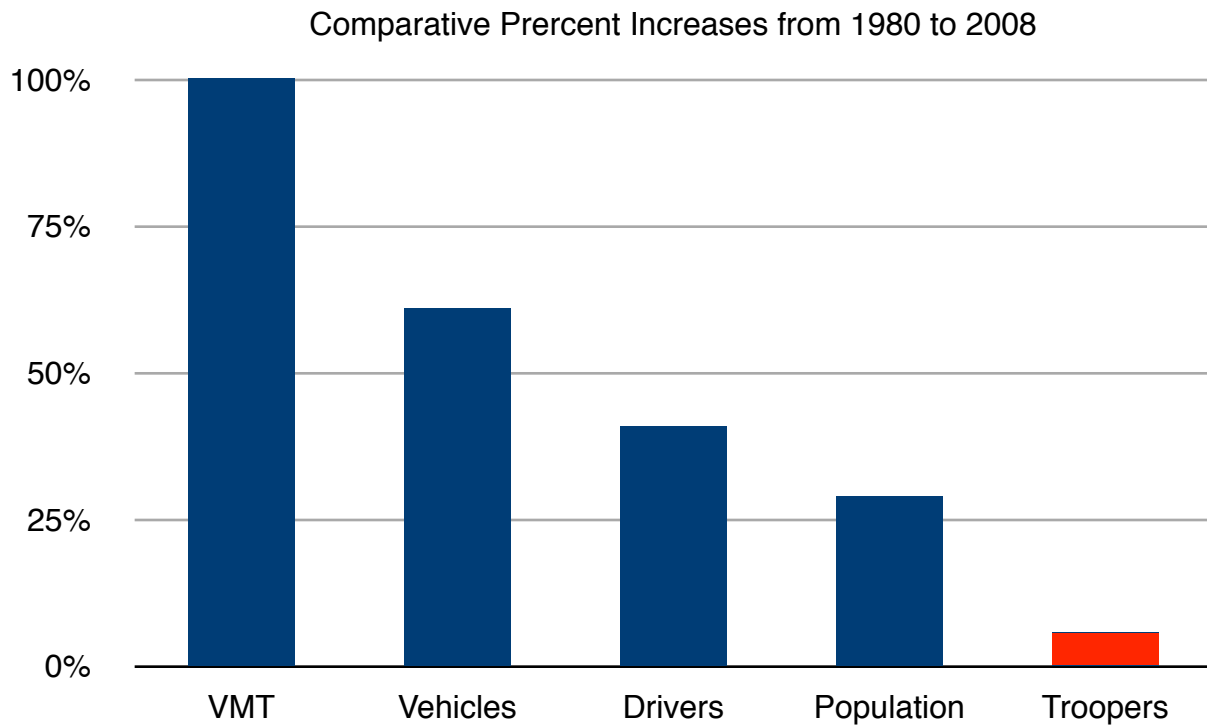


The number of deaths per 100 million vehicle miles traveled, rather than the raw number of fatalities, is a more significant way to measure fatal crashes. This statistic is represented in the chart below for the years 1980 through 2008. The 2008 VMT fatality rate of .79 deaths per 100 million miles traveled is one of the lowest in the nation.





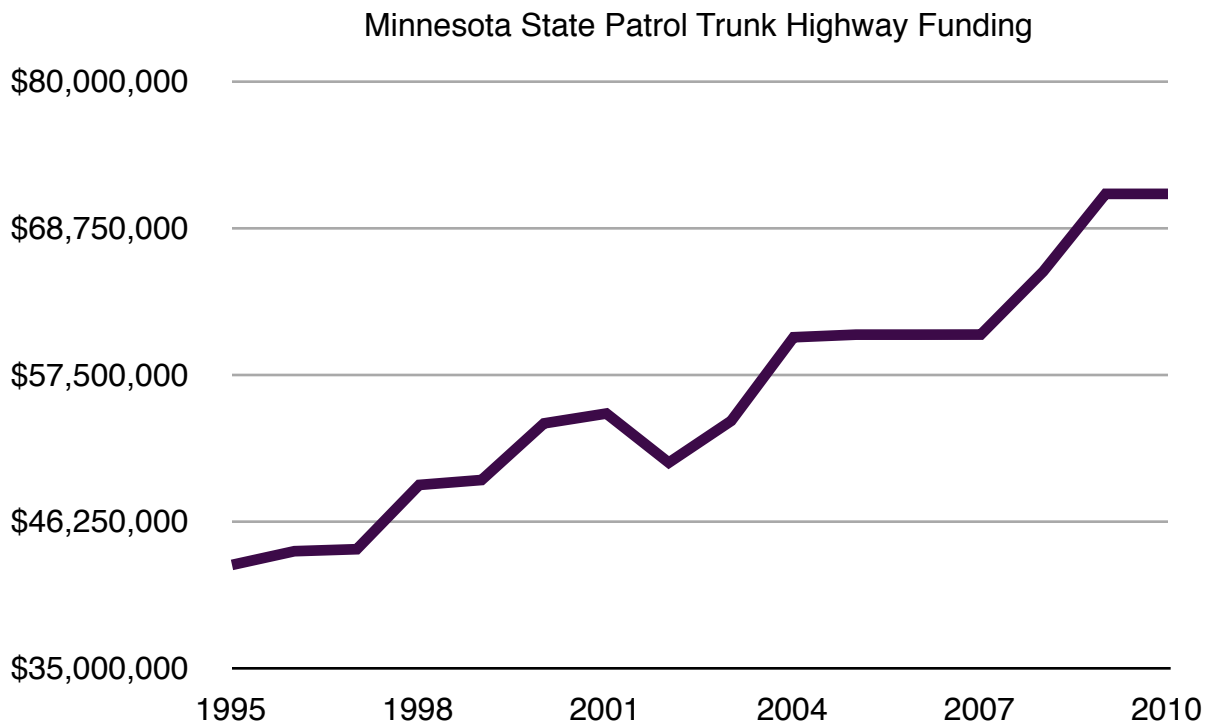
The chart below represents the percent increase from 1980 to 2008 in key workload indicators compared to the percent increase in the number of sworn troopers assigned to the State Patrol over the same time period.





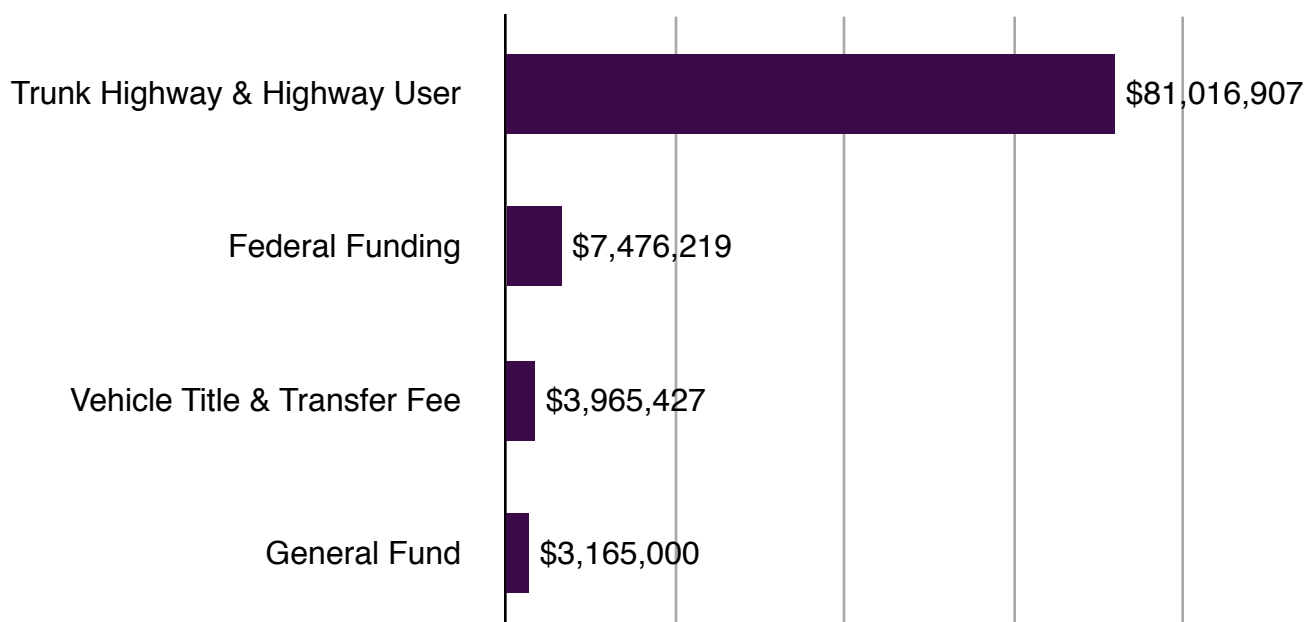
## Budget

The State Patrol is primarily funded through trunk highway funds, but also receives funding from several other sources. Like other governmental organizations, the State Patrol has been faced with budget constraints over the past two fiscal bienniums. The agency was fortunate not to have seen any budget reductions in light of the recent economic difficulties; however, our funding has remained static the past four years as illustrated in the chart below. It is important to note that federal funding allows the State Patrol to participate in special projects but cannot be used for day-to-day operations.





## Primary Sources of Funding and Amounts 2009

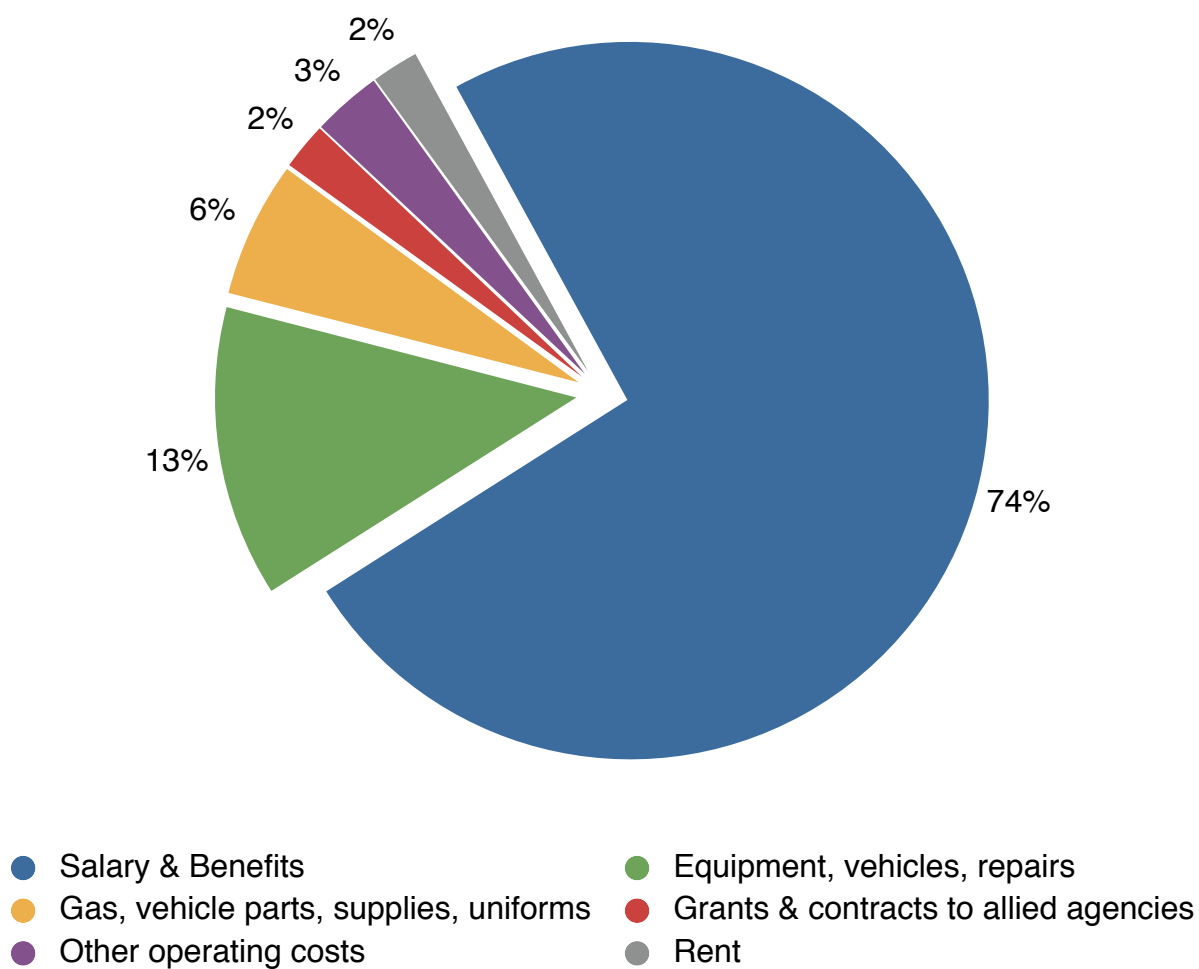


The table below represents the main State Patrol funding sources along with the major expenditures from each source.

Funding Source	Main Expenditures
MN Trunk Highway & Highway User Fund	Activities related to traffic safety on Minnesota's highways.
Federal Funding	Commercial vehicle enforcement activities. Federal projects such as: NightCAP, Safe & Sober, HEAT, Drug Recognition, commercial vehicle enforcement.  Approximately \$1,611,000 during FY 2009 was pass through funding to other agencies.
MN Vehicle Title Transfer Fee	New vehicle purchases and related costs.
MN General Fund	Capitol security, executive protection.



State Patrol Approximate Percent Budget Allocation - 2009







## Stakeholder Analysis

The following table is an updated representation of the strengths, weaknesses, opportunities, challenges (SWOC) analysis completed during the previous strategic planning process. Minor adjustments have been made to areas that have changed in the past few years. Overall, the strengths, weaknesses, opportunities, and challenges are similar in nature to what was developed previously.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Well-trained, professional, dedicated employees.</li> <li>• Technical communication (MDC)</li> <li>• Statewide deployment</li> <li>• Crash reconstruction</li> <li>• Public image reflects our strengths</li> <li>• What the MSP does, it does very well</li> <li>• Collaboration with allied agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Spread too thin statewide, staffing coverage issues</li> <li>• State government bureaucracy</li> <li>• Limited resources</li> <li>• Time necessary for training</li> <li>• Reliance on one time funding sources without strategic planning</li> <li>• Need for prioritization</li> <li>• Perception of being elitist at times</li> <li>• Ability to embrace and execute change</li> </ul>
Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Existing support in public safety and homeland security issues</li> <li>• Public confidence in our ability</li> <li>• Model the organization as a business</li> <li>• Culture change within the organization</li> <li>• Issues have converged creating a sense of urgency</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of increased recurring funding</li> <li>• Lack of salary increases for employees</li> <li>• Growing societal disregard for laws</li> <li>• Metro vs. greater Minnesota geographical differences</li> <li>• Hiring issues</li> <li>• Perception that not all troopers work equally hard</li> </ul>

### External Stakeholder Analysis/Citizen Survey

A vital external stakeholder is the motorist using Minnesota's roadways, and those motorists who have contact with the State Patrol. The State Patrol is currently developing a system to query the public, and those individuals who have contact with the State Patrol, in an effort to gauge levels of satisfaction and performance of our agency and employees. Further implementation details and results will be added as an addendum to this document at a future date.



### **Internal Stakeholder Analysis**

The input of our employees is critical to the success of the agency. One strategy to be deployed during 2010 is to implement an electronic survey of our employees to garner knowledge on key points such as satisfaction, goal orientation, performance, and leadership.

## **Overarching Goals, Strategies, and Outcome Indicators**

The following four pages identify the true action pieces of this strategic plan. The overarching goals represent what the State Patrol wishes to accomplish through our efforts. The overarching goals are broad enough to include the vital services of the State Patrol, yet specific enough to create meaning. Strategies to meet the overarching goals were developed by leaders within the organization. Outcome indicators serve as an evaluative tool for the agency and the public to judge our effectiveness. Each overarching goal has strategies to achieve said goal and outcome indicators to judge our performance at working toward each goal.

It is acknowledged that specific entities, divisions, or regions of the State Patrol can, and should have, additional goals, strategies, and outcome indicators that are not specifically addressed in the following pages. As a result, this strategic plan serves as the guiding light allowing the specific entities, divisions, or regions within the organization to develop their strategic planning efforts in alignment with the organization's overarching goals.



## **OVERARCHING GOAL**

**Reduce the deaths, injuries, property damage, and life-changing events on Minnesota's roadways.**

### **STRATEGIES**

- ▶ Align organizational efforts to aggressively enforce seat belt, DWI, aggressive driving, and other violations that directly contribute to fatal and injury crashes.
- ▶ Expand use of directed patrol and saturation efforts.
- ▶ Effectively use available and emerging traffic data, crash data, and computer aided dispatch (CAD) data to strategically allocate our resources for maximum effectiveness.
- ▶ Identify and holistically promote traffic safety legislation.
- ▶ Minimize data entry and paperwork duplication while streamlining reporting processes to maximize the amount of un-obligated time available for enforcement activities.
- ▶ Implement technology to increase productivity, including e-citations.
- ▶ Move organizational culture toward zero tolerance on seat belt violations, with an emphasis on citations to gain compliance.
- ▶ Collaborate with allied agencies on efforts aimed at reducing crashes on all roadways.
- ▶ Educate the public on the benefits of traffic safety as well as the negative impacts associated with traffic-related incidents.

### **OUTCOME INDICATORS**

- ★ 10% reduction in the number of vehicles traveling 10 miles per hour over the speed limit in HEAT zones.
- ★ Increase statewide voluntary seat belt compliance to 92% by 2011 and 94% by 2012.
- ★ Decrease in economic loss to the State of Minnesota as a result of traffic crashes.
- ★ 10% decrease in the number of persons killed or seriously injured as a result of alcohol involved crashes.
- ★ Successful implementation of e-citations by the end of 2011.
- ★ Minimum of two allied agency collaborative enforcement campaigns in each district to be implemented in 2010.
- ★ Fewer than 400 traffic fatalities in 2010.
- ★ Reduction in deaths per 100 million miles traveled to 0.70 by 2011.





## **OVERARCHING GOAL**

**Maximize service to the public and provide assistance to our allied agencies.**

### **STRATEGIES**

- ▶ Proactively seek solutions to radio interoperability issues and communication barriers with allied agencies on a statewide level.
- ▶ Strategically deploy and schedule personnel to provide maximum assistance and effectiveness.
- ▶ Continue to provide assistance to allied agencies in areas the MSP is trained, equipped, and staffed to provide, i.e. aviation support, crash reconstruction, commercial vehicle enforcement, executive protection, homeland security, K-9, motor vehicle crimes, and Special Response Team.
- ▶ Increase communication and collaboration with allied agencies.
- ▶ Implement and promote automated reporting systems to reduce time necessary to report, manage, and retrieve documents; i.e. Power DMS, e-citations, RMS.
- ▶ Increase the response rate and decrease the response time to calls for service.
- ▶ Promote policies such as quick clearance legislation aimed at reducing traffic congestion.
- ▶ Formalize the maintenance and structure of the mobile field force.
- ▶ Implement a law enforcement deployment team allowing for a rapid and unified response to emergencies throughout Minnesota.

### **OUTCOME INDICATORS**

- ★ Respond to all MSP calls for service to insure public and allied agency service.
- ★ Implementation of an annual performance survey of allied agencies to query MSP service by the end of 2010.
- ★ Establishment of an interoperability plan for consolidated PSAP/TOCCs by the end of 2011.
- ★ Implementation of Data Driven Approaches to Crime and Traffic Safety (DDACTS) in targeted areas during 2010.
- ★ Develop a system to monitor and evaluate efforts aimed at quick clearance on freeways.
- ★ Implementation of e-citations in limited form by the end of 2010, wide scale implementation during 2011.



## **OVERARCHING GOAL**

**Effectively acquire and strategically deploy resources while enhancing organizational efficiency.**

### **STRATEGIES**

- ▶ Maintain business plan to guide current and future financial decisions in addition to communicating MSP financial conditions more effectively with stakeholders and decision makers.
- ▶ Enhance the collection, dissemination, and use of data such as CAD, RMS, and MNDOT data to improve operational decisions.
- ▶ Identify and pursue additional funding sources while ensuring the stability, recurrence, and appropriateness of current sources.
- ▶ Increase use of technology to reduce duplication of efforts and paper handling.
- ▶ Implement measures to stabilize station coverage issues to align our focus on traffic safety initiatives.
- ▶ Reduce supervisory span of control to increase employee support, organizational efficiency, and accountability.
- ▶ Continue implementation of PSAP/TOCC consolidation efforts moving from ten centers to three centers.
- ▶ Continue consolidation of the two metropolitan districts to maximize service and minimize duplication of effort.
- ▶ Implement GIS practices in agency decision making.

### **OUTCOME INDICATORS**

- ★ Successful implementation of e-citations by the end of 2011.
- ★ Complete instructor certifications and instructor request process improvement by the end of 2010.
- ★ Implement standardized electronic trooper schedules by the end of 2010.
- ★ Evaluate and report on the alignment of all employee scheduling with traffic safety needs by the end of 2010.
- ★ PSAP/TOCC consolidation efforts complete with three centers operational by the end of 2012.





## **OVERARCHING GOAL**

**Recruit, develop, and retain a quality, diverse workforce.**

### **STRATEGIES**

- ▶ Examine and modify potential recruitment barriers for the MSP such as the placement process, residency requirements, and salary during the pre-service academy.
- ▶ Continue the pursuit of innovative techniques to recruit and hire a diverse workforce such as the LETO program.
- ▶ Research ways to adapt our hiring practices in order to reduce staffing fluctuations.
- ▶ Promote life-long learning by encouraging employees to attend both internal MSP and DPS sponsored training, as well as the pursuit of other academic opportunities.
- ▶ Empower employees at all levels to formally become part of the solution for identified problems and to serve in leadership roles.
- ▶ Expand the current student worker and Community Service Officer programs to statewide levels, as well as increase participation in the MSP Cadet High School Summer Camp and Explorer program.
- ▶ Establish an MSP foundation with an emphasis on providing resources for employee development and community involvement.
- ▶ Continue implementation of the IACP Leadership in Police Organizations (LPO) training throughout all levels of the agency.

### **OUTCOME INDICATORS**

- ★ Measured increase in diversity of our workforce.
- ★ Increase the Community Service Officer program in the metropolitan districts by the end of 2011.
- ★ Increase the number of Summer Camp and Explorer participants who are pursuing or plan to pursue a career with the MSP.
- ★ Expand the size and increase the diversity of the MSP Explorer program by the end of 2011.
- ★ Promote and increase the number of employees participating in both DPS training courses and other educational opportunities.
- ★ Implement an internal survey on employee satisfaction and district performance to be completed by the end of 2010.
- ★ Host a citizen/media/stakeholder citizen academy in 2011.
- ★ Develop of a plan to implement a State Patrol foundation by the end of 2010.
- ★ Complete LPO training for all MSP supervisors.





## Summary

Since its founding in 1929, the Minnesota State Patrol has evolved into a diverse, multi-service agency. Although it is imperative to maintain the State Patrol's founding values, we must continually adjust the organization to meet current and future needs. Strategic planning is not only beneficial, but necessary for continued effectiveness. It allows for the continuous evaluation and re-evaluation of our activities and efforts.

Overarching goals, strategies, and outcome indicators continue to clearly articulate our direction into the future. History confirms the ability of the State Patrol and its employees to be effective in our efforts toward public safety. Through the creation and implementation of this document, the State Patrol will have an even greater impact. As with any strategic plan, this document is intended to be reviewed and revised on a regular basis to remain current with the internal and external environment.